Fairfax County Redevelopment and Housing Authority (FCRHA)
and
Department of Housing and Community Development (HCD)

Strategic Plan: Action Plan for FY 2012

Adopted January 20, 2011

http://www.fairfaxcounty.gov/rha/strategicplan/

A publication of Fairfax County

Fairfax County is committed to a policy of nondiscrimination in all County programs, services and activities and will provide reasonable accommodations upon request. Please call 703.246.5101 or TTY 703.385.3578. Please allow seven working days in advance of the event in order to make arrangements.

Who's Who

Fairfax County Redevelopment and Housing Authority Commissioners
(As of January 2011)

Ronald F. Christian (Braddock District), Chairman
Elisabeth Lardner (Mt. Vernon District), Vice-Chairman
Robert Carlson (Sully District)
Willard O. Jasper (At-Large)
Richard Kennedy (Hunter Mill District)
John C. Kershenstein (Springfield District)
H. Charlen Kyle (At-Large)
Rod Solomon (Providence District)
Albert J. McAloon (Lee District)
Robert H. Schwaninger (Mason District)
Richard C. Sullivan (Dranesville District)

Department of Housing and Community Development

Paula C. Sampson, Director
Mary A. Stevens, Deputy Director
John L. Payne, Deputy Director, Real Estate
David Ellis, Interim Deputy Director

* * * * *

Carol Erhard, Director, Rental Services
Curtis Hall, Director, Information Services & Systems
Cynthia Ianni, Director, Design, Development and Construction
Kristina Norvell, Director, Public Affairs
Aseem Nigam, Director, Real Estate Finance & Grants Management
Patti Schlener, Director of Administration
Barbara Silberzahn, Director, Homeownership/Relocation Services
James Speight, Director, Property Improvement and Maintenance
Christina White, Director, Property Management
Tom Fleetwood, Strategic Planner

Table of Contents

Fairfax County Vision 5

FCRHA Mission Statement 6

FCRHA Values 7

FCRHA Goals 8

FCRHA Strategic Planning Principles 9

Housing Blueprint: FY 2012 Goals 10

Strategies 11

- Affordable Housing Preservation 13
- Affordable Housing and Facilities for Seniors and Persons with Disabilities 15
- RHA Programs, Properties, and Partnerships 18
- Homeownership 24
- Family Self-Sufficiency 27
- Meeting Future Affordable Housing Needs Through New Production 29
- Community Engagement 33
- Administration and Management 34

Strategic Plan Key

Strategic Plan Key:

100: Affordable Housing Preservation
200: Affordable Housing for Seniors/Special Needs
300: RHA Programs, Properties, and Partnerships
400: Homeownership
500: Family Self-Sufficiency
600: Meeting Future Affordable Housing Needs through New Production
700: Community Engagement
800: Administration and Management

Fairfax County Vision: Core Purpose and Elements

To protect and enrich the quality of life for the people, neighborhoods, and diverse communities of Fairfax County by:

Maintaining Safe and Caring Communities: The needs of a diverse and growing community are met through innovative public safety, health care, housing, educational, recreational, and volunteer opportunities. As a result, residents feel safe and secure, capable of accessing the range of services and opportunities they need, and are willing and able to give back to their community.

Practicing Environmental Stewardship: Local government, businesses, community organizations, and residents seek ways to use all resources wisely and to protect and enhance the County's natural environment and open space. As a result, residents feel good about their quality of life and embrace environmental stewardship as a personal and shared responsibility.

Building Livable Spaces: Distinctive and accessible town centers, neighborhoods, streets, walkways, and open spaces create a sense of place -- reflecting the character, history, and natural environment of the community. As a result, people throughout the community feel they have unique and desirable places to live, work, shop, play, and connect with others.

Maintaining Healthy Economies: Investments in the work force, jobs, institutions, and community infrastructure support a diverse and thriving economy. As a result, individuals are able to meet their needs and have the opportunity to grow and develop their talent and income according to their potential.

Connecting People and Places: Transportation, technology, information, and partnerships effectively and efficiently connect people and ideas. As a result, people feel a part of their community and have the ability to access places and resources in a timely, safe, and convenient manner.

Creating a Culture of Engagement: Individuals enhance community life by participating in and supporting civic groups, discussion groups, public-private partnerships, and other activities that seek to understand and address community needs and opportunities. As a result, residents feel they can make a difference and work in partnership with others to understand and address pressing public issues.

Corporate Stewardship: Fairfax County Government is accessible, responsible and accountable. As a result, actions are responsive, providing superior customer service and reflecting sound management of County resources and assets.

FCRHA Mission Statement

The mission of the Fairfax County Redevelopment and Housing Authority is to initiate and provide opportunities for Fairfax County residents to live in safe, affordable housing and to help develop, preserve, and revitalize communities through fiscally responsible and open processes.

FCRHA Values

Adopted December 10, 2009 *(amended January 20, 2011)*

We, the Commissioners of the Fairfax County Redevelopment and Housing Authority, value:

- Community involvement in decision-making.
- Partnering with the community, individuals, and public and private entities, particularly including the FCRHA's non-profit partners.
- Promoting, developing, encouraging and being responsive to community initiatives.
- Our responsibility as Commissioners is to establish FCRHA policies and to ensure that HCD staff will implement those policies in an open and professional manner.
- Maintaining and enhancing the professionalism of Housing and Community Development staff supporting the FCRHA mission. Providing the best management, maintenance and operational support for all projects and programs
- Integrity as the foundation of our work to ensure that all transactions are rooted in ethical principles.
- Communication that is open, honest and respectful of other points of view.
- Empowering the residents of FCRHA properties with the means to become as self-sufficient as possible, encouraging and facilitating movement toward financial independence beyond the need for FCRHA services, while recognizing the needs and limitations of persons with disabilities, the elderly and others with special needs.
- Fiscal responsibility in our role as stewards of resources that belong to the community.
- Innovation as we envision and carry out our mission.
- Strategic thinking as we anticipate community needs and challenges.

FCRHA Goals Statements: FY 2011-2015

Adopted December 10, 2009

Goal 1. To preserve, expand and facilitate affordable housing opportunities in Fairfax County.

Goal 2. To support revitalization and entrepreneurial initiatives that benefit the communities and residents of Fairfax County.

Goal 3. To facilitate the self-sufficiency of FCRHA residents as they move toward financial independence, while recognizing the needs of special populations.

Goal 4. To generate and increase opportunities for homeownership as one means to self-sufficiency, asset growth, neighborhood stability and allow those who work in Fairfax County to live in the County.

Goal 5. To provide opportunities for those who work in Fairfax County to live in Fairfax County.

Goal 6. To assure the continued excellent reputation of the FCRHA through fiscally responsible policies, sound business practices, and well-maintained properties that meet the high community standards of Fairfax County.

Goal 7. To support the quality work and professionalism of the HCD staff to assure highly effective programs.

Goal 8. To incorporate and maintain up-to-date Information Technology solutions in FCRHA/HCD business and communication functions.

Goal 9. To give citizens a sense of ownership in policies and programs, through open and two-way communication of ideas and information about housing and community development challenges and opportunities.

Goal 10. To commit to a strong and cooperative relationship with other Fairfax County boards, commissions and authorities, businesses and the broader community.

Goal 11. To commit to strategic and innovative solutions for meeting changing community needs and challenges.

FCRHA Strategic Planning Principles

Adopted December 10, 2009

Guiding Principle 1: Preserving, renovating and maintaining FCRHA-owned properties is a high priority and resources should be allocated regularly for this purpose.

Guiding Principle 2: The FCRHA should invest its financial resources, and use the housing units it owns and operates, to serve low and moderate-income households earning 80 percent of the Area Median Income (AMI) and below.

Guiding Principle 3: To serve the current and future housing needs of Fairfax County's low and moderate income workforce, the FCRHA should foster the private development of sufficient workforce housing and encourage tools to facilitate its development (density, financing, etc.) through policy and advocacy efforts such as the Fairfax County Workforce Housing Policy.

HOUSING BLUEPRINT: FY 2012 GOALS

GOAL: To end homelessness in ten years

GOAL: To provide affordable housing options to special needs populations

GOAL: To streamline and reduce the waiting lists by half in ten years

GOAL: To increase workforce housing through creative partnerships and public policy

STRATEGIES:

- Affordable Housing Preservation
- Affordable Housing for Seniors, Persons with Disabilities, and Persons with Other Special Needs

GOALS:

- To preserve, expand and facilitate affordable housing opportunities in Fairfax County.
- To provide opportunities for those who work in Fairfax County to live in Fairfax County.

County-wide Vision Elements that Apply

- Maintaining Safe and Caring Communities
- Building Livable Spaces
- Maintaining Healthy Economies

TRENDS

- From April 2004 through June 2010, a total of 2,403 affordable housing units were preserved in Fairfax County; this is more than double the Board's original goal of preserving 1,000 units. Between 2002 and 2010, approximately 8,051 rental housing units affordable at 70 percent of the Area Median Income (AMI) and below have been lost to rising rents, redevelopment, and condominium conversions. *Without the Board's Preservation Initiative, the loss would have been closer to 10,500 units.* (Fairfax County Affordable Housing Advisory Committee, *Draft FY 2010 Report*)
- The total affordable housing gap for low- and moderate-income renters is approximately 28,405 units. (*Fairfax County Five-Year Consolidated Plan for FY 2011-2015*, May 2010)
- "Home sales and home values aren't the problem at the moment. 'Not having enough housing at prices that are affordable will be the factor that causes this [region's] economy to slow down,' [George Mason University (GMU) Center for Regional Analysis Director Dr. Stephen] Fuller says. Not having prices that are affordable means more traffic and lost taxes as new residents commute from outside the inner suburbs. 'I think this is a big threat. The counties themselves aren't allowing new housing to be built in sufficient numbers,' Fuller says." (*wtopnews.com*, August 25, 2010)
- No new federal Public Housing units have been added since 1997 nor are any anticipated in the future. (HCD)
- A GMU Center for Regional Analysis report predicts that nearly 200,000 new jobs could be added in the county by 2025. But "without sufficient affordable housing," the report says, "it is unlikely that this anticipated growth will occur." (*The Washington Post*, July 5, 2008)
- As of the end of September 2010, a total of 843 foreclosed properties in Fairfax County were still owned by lending institutions. This is up 32 from the August total of 841, but down significantly from the September 2008 peak of 2,257. (Fairfax County Department of Tax Administration)
- "Despite recent shifts in the regional housing market, land values and home prices in the Washington, D.C., metropolitan area remain unattainable for a large portion of workforce households. While the metro area as a whole has experienced an increase in affordability over the past few years, this study finds that workforce households—those with incomes 60 to 100 percent of area median income (AMI)—are priced out of rental and for-sale housing proximate to major employment centers." (Urban Land Institute, *Priced Out: Persistence of the Workforce Housing Gap in the Washington, DC, Metro Area;* November 2009)

STRATEGIES:

- Affordable Housing Preservation
- Affordable Housing for Seniors, Persons with Disabilities, and Persons with Other Special Needs

GOALS:

- To preserve, expand and facilitate affordable housing opportunities in Fairfax County.
- To provide opportunities for those who work in Fairfax County to live in Fairfax County.

County-wide Vision Elements that Apply

- Maintaining Safe and Caring Communities
- Building Livable Spaces
- Maintaining Healthy Economies

TRENDS

- On January 26, 2010, the Board of Supervisors formally endorsed the "Housing Blueprint", a comprehensive new affordable housing policy developed collaboratively by county agencies, advocates and non-profit organizations. The Housing Blueprint represents a shift in emphasis for the county's affordable housing policies. The Blueprint reflects the philosophy of the Board that affordable housing is a continuum ranging from the needs of the homeless to first-time buyers. (HCD)
- On April 27, 2010, the Fairfax County Board of Supervisors adopted the county's Fiscal Year 2011 budget, which includes funding for the most urgent priorities identified in the Housing Blueprint. $4 million in available revenues from county-owned Wedgewood apartment property to fund the Blueprint's new "Bridging Affordability" program. In addition, the Capital Improvement Program (CIP) adopted by the Board includes the following capital projects: Lincolnia and Lewinsville senior housing properties, in the Mason and Dranesville Districts, respectively as well as for the development of 67 units of affordable housing at the Residences of North Hill Park in the Mount Vernon District. Funding plans will be developed and presented to the Board for approval. (HCD)
- "Supervisor Catherine M. Hudgins (D-Hunter Mill), chairwoman of the board's housing committee, said the plan emphasizes public-private partnerships to address affordable-housing needs and focuses attention on the most needy. Among the county's top housing priorities cited in the report are about $4 million in rent subsidies for homeless families and those on subsidized-housing waiting lists and a $3 million renovation of the Lincolnia Senior Center in Alexandria." (*washingtonpost.com,* January 27, 2010)
- The report of the Josiah H. Beeman Commission recommended assuring "safe, affordable, and stable housing for persons with psychiatric disabilities". Strategies include supporting Housing First, expanding housing options with support services, creating a housing development fund, and optimizing collaboration between mental health and housing services. (Beeman Commission Report, October 27, 2008)

STRATEGY: **Affordable Housing Preservation:** *Includes project financing and/or direct purchase; predevelopment, condominium conversion unit purchases, SRO and ADU acquisitions, acquisition/retrofit for elderly/disabled, funding of projects through the Affordable Housing Partnership Program and Preservation Loan Fund, Safe Housing (small-scale housing for victims of domestic violence), magnet housing, land acquisition. Also includes affordable housing policy initiatives.*

Estimated FY 2012 Investment: $18,218,670 (Non-County funds: $3,920,270)

HCD Vision Statements that Apply

- Provide affordable housing to lower income households through the preservation and/or production of modest rent housing.
- Assist the FCRHA in a strategic effort to acquire land for future affordable housing development.

ACTIONS / OUTCOMES

SP Line	BLUEPRINT GOALS	Description of Current Projects	Anticipated Outcomes in FY 2012
100	HOMELESSNESS WAITING LISTS WORKFORCE	**Preservation of affordable units:** Preservation of affordable housing both in rental complexes and in scattered sites consistent with the metrics of the FY 2012 Housing Blueprint. Assist non-profit partners in financing acquisition of approximately 200 units to serve a range of incomes, from extremely low-income (30 percent of Area Median Income (AMI) and below) through workforce. (Countywide)	Continued preservation of additional units as opportunities arise consistent with the FY 2012 Housing Blueprint. Anticipate preserving approximately 30 scattered-site units/beds of affordable housing for homeless individuals and families and persons on the county's affordable housing waiting lists. Anticipate providing financing to non-profits to acquire approximately 200 units, pending funding availability. See also Lines 101, 102, 103, 108, and 304.
101	HOMELESSNESS SPECIAL NEEDS WAITING LISTS WORKFORCE	**Affordable Housing Partnership Program:** Facilitate new housing production and preservation by non-profits and others. AHPP is the gateway to FCRHA Funds for developers of affordable housing. Identify and pursue opportunities to maximize leveraging of County funds for affordable housing, with a focus on achieving FY 2012 Housing Blueprint Metrics. (Countywide)	To the extent funding is available, the AHPP will continue to provide pre-development and development funding for the preservation and development of affordable housing in FY 2012. HCD will continue to leverage County funds, including potentially the use of Section 108 loans, the issuance of bonds or other financing techniques. Expected to play role in financing non-profit acquisitions of approximately 200 units, per FY 2012 Housing Blueprint. See also Line 100.
102	WORKFORCE	**Workforce Housing:** Implementation and management of the County's workforce housing policy.	Depending on market conditions, workforce units committed by developers could be delivered by FY 2012 – approximately 76 units. HCD will manage developer compliance and sales and monitor rents.
103	HOMELESSNESS	**Ten-year Plan to Prevent and End Homelessness:** Consistent with the Ten-Year Plan and the FY 2012 Housing Blueprint, continue to identify opportunities to link affordable housing preservation activities with countywide homelessness plan.	In FY 2012 it is anticipated that the FCRHA will use existing resources to achieve the following FY 2012 Blueprint Metrics: • Tenant Based Rental Assistance turnover (federal): **4** • Housing Choice Voucher turnover - Homeless Preference (federal): **113** • Family Unification Program Voucher turnover (federal): **5** • Additional non-profit acquisitions (federal): **3** See also Lines 100, 104, 205 and 300.

STRATEGY: Affordable Housing Preservation

ACTIONS OUTCOMES

SP Line	BLUEPRINT GOALS	Description of Current Projects	Anticipated Outcomes in FY 2012
104	HOMELESSNESS WAITING LISTS	**Bridging Affordability Program:** HCD will continue to administer the Bridging Affordability program funded in FY 2011. Bridging Affordability funds are provided to non-profits via a competitive process to provide rental subsidies and acquire units to serve homeless individuals and families, and households on the county's waiting lists for affordable housing.	Pending funding availability, it is anticipated that the Bridging Affordability program will serve a total of 48 homeless individuals and families (26 continuing from previous year, 22 new households), and 360 households from the county's affordable housing waiting lists (234 continuing households, 126 new). This will be achieved by a combination of natural attrition and turnover generated by the new "Bridge to Permanent Housing" initiative, which connects participants in the Bridging Affordability program to housing opportunities that become available in the federal Housing Choice Voucher and Public Housing programs. See Lines 100, 103, 300 and 301.
105	WAITING LISTS WORKFORCE	**Crescent Apartments:** Evaluation of redevelopment opportunities for the 180-unit apartment complex acquired by Fairfax County in FY 2006, and coordination with Lake Anne revitalization area. (Hunter Mill District)	As an interim financing plan, the Crescent financed in February 2008 as a 5-year "mini perm" note. It is anticipated that by FY 2013, the final development plan will involve permanent financing of approximately $28.6 million. Permanent financing will be arranged subject to revitalization and additional development at the site which is currently in the planning process and being closely coordinated with Lake Anne revitalization efforts.
106	HOMELESSNESS WAITING LISTS	**Consolidated Community Funding Pool:** Use of CCFP funds for affordable housing preservation.	In FY 2012, it is anticipated that a portion of CCFP funds will be used to preserve approximately 30 units/beds of affordable housing consistent with the metrics of the FY 2012 Housing Blueprint.
107	WAITING LISTS WORKFORCE	**FCRHA Tax Credit Properties – Long-Term Affordability:** Identify strategies to ensure long-term affordability of FCRHA tax credit properties.	In FY 2012, it is anticipated that the FCRHA will resolve the status of two tax credit partnership properties in the Fairfax County Rental Program (FCRP) which had reached the end of their 15 year compliance periods: Stonegate Village (240 units, Hunter Mill District), and Murraygate (200 units, Lee District). In addition, the compliance period for Morris Glen (60 units, senior independent, Lee District) expires in FY 2011; the FCRHA will work to also identify a long-term affordability strategy for this property in FY 2012. All are subject to extended use restrictions which require continued affordability.
108	HOMELESSNESS WAITING LISTS WORKFORCE	**Non-Profit Affordable Housing Acquisition:** Consistent with the FY 2012 Housing Blueprint metrics, provide financing to non-profit partner(s) to acquire approximately 200 units using a variety of financing including Low-income Housing Tax Credits, CDBG, HOME and private financing. See also Lines 100 through 103, and line 300.	Pending funding availability, it is anticipated that the FCRHA will provide financing to non-profits to acquire approximately 200 units in FY 2012. Per the FY 2012 Housing Blueprint, the expected affordability levels are: • 20 percent (40 units) will serve extremely low-income (30 percent AMI and below) homeless households using federal project-based vouchers; • 60 percent (120 units) will serve very low-income households (50 percent of AMI and below) on the county's housing waiting lists; and • 20 percent (40 units) will provide workforce housing for low and moderate income households (60 percent of AMI).

STRATEGY: Affordable Housing and Facilities for Seniors, Persons with Disabilities and Persons with Other Special Needs: *Develop/acquire housing and facilities designed specifically for the physically and/or mentally disabled and seniors. Develop new senior housing at mid, west, and east County locations, using the Herndon Harbor House model. Focus on County surplus properties.*

Estimated FY 2012 Investment: $4,868,638 (Non-County funds: $1,813,415)

HCD Vision Statements that Apply

- Take a strategic approach to providing a full range of affordable housing options and services for the elderly, persons with disabilities, and those with other special needs.

ACTIONS / OUTCOMES

SP Line	BLUEPRINT GOALS	Description of Current Projects	Anticipated Outcomes in FY 2012
200	SPECIAL NEEDS	**Olley Glen:** Complete initial lease-up of new 90 unit active senior property at the FCRHA's "Glens at Little River" senior campus. (Braddock District)	By the end of FY 2011, it is expected that at least 60 of the 90 units at Olley Glen will have completed initial lease-up. In FY 2012, it is expected that initial lease-up of the remaining approximately 30 units will be completed.
201	SPECIAL NEEDS	**Lewinsville Senior Complex:** Redevelopment of existing senior facility. (Dranesville District)	Develop financing plan and fund predevelopment for project; possibly public/private partnership.
202		**Home Repair for the Elderly Program:** Provides minor improvements to elderly households limited to $500 in materials with no requirement for a permit.	Serve approximately 120 households.
203	HOMELESSNESS SPECIAL NEEDS	**Tenant Based Rental Assistance Program:** Use federal HOME-funded vouchers to serve homeless populations and persons with special needs.	• *Homeless:* Consistent with the FY 2012 Housing Blueprint, it is anticipated that approximately 4 homeless households will be served with TBRA voucher turnover. • *Non-elderly Disabled:* A total of 25 non-elderly disabled households will be served using TBRA vouchers. TBRA funds may be used in emergency and disaster situations.
204	HOMELESSNESS	**Hanley Shelter – Family Units:** Development of six units of permanent housing at the Hanley Shelter campus. (Springfield District)	Per FY 2012 Housing Blueprint, staff will explore options for construction funding.
205		**Emergency Shelter Operating Costs:** Partial support of operating costs for five full-service emergency shelters for homeless individuals and families.	Continuing activity throughout FY 2012 using federal Emergency Shelter Grant (ESG) funds.
206		**Section 504/Accessibility modifications for FCRHA properties:** Continued emphasis by Fairfax County on serving its physically disabled population, with a goal of improving accessibility in properties constructed before the current accessibility standards. Continuing Implementation of Section 504 Plan for accessibility in Public Housing.	Staff will continue to make accessibility modifications consistent with implementation of Section 504 Plan for Public Housing in FY 2012. Approximately 20 units are expected to be retrofitted in FY 2012.

STRATEGY:

Affordable Housing and Facilities for Seniors, Persons with Disabilities and Persons with Other Special Needs

(Continued) ACTIONS OUTCOMES

SP Line	BLUEPRINT GOALS	Description of Current Projects	Anticipated Outcomes in FY 2012
207	SPECIAL NEEDS	**Lincolnia Senior Facility:** Substantial renovation of FCRHA-owned senior facility (includes 52 beds of assisted living and 26 units of independent living). Potential expansion of management outsourcing to achieve efficiencies and cost savings. (Mason District)	In FY 2012, it is anticipated that the FCRHA and HCD will implement project financing plan and begin the renovation of the facility; construction pending funding availability. HCD will also explore, in partnership with the other county agencies operating at the facility, the concept of expanding management outsourcing.
208	SPECIAL NEEDS	**Accessibility/Universal Design:** Incorporation of universal design in new construction and rehabilitation projects. Increase the number of affordable accessible units.	HCD will continue work to incorporate universal design in all new projects and in rehabilitation projects to the greatest extent possible.
209		**Partnership for Permanent Housing Program.** Assist up to 25 homeless families currently living in Fairfax County homeless shelters and transitional housing units who, with assistance, guidance and supportive services, have the potential to become homeowners. This program is an important link to the countywide effort to end homelessness in 10 years.	In FY 2012, up to 25 families will be leased up and working on their family self-sufficiency plans. A total of approximately three households will be expected to achieve homeownership by the end of FY 2012.
210	HOMELESSNESS	**Mondloch Shelter Renovation:** Renovate the Mondloch Shelter (Lee District) as Housing First/Affordable Efficiencies. Critical link to Housing Blueprint. (See Line 103).	Complete construction in FY 2012.
211	HOMELESSNESS SPECIAL NEEDS WAITING LISTS	**Serving Households with Disabilities:** Up to 55 percent of annual admissions to the Housing Choice Voucher and Public Housing programs come from a special preference admissions pool who are referred through the CSB or non-profit organizations.	Ongoing. Staff will continue to work with CSB and other partners to coordinate delivery of services to persons with disabilities. Critical link to homelessness goal in Housing Blueprint; approximately 113 homeless households will be served via this preference system with housing opportunities that come available through program turnover and attrition. See also Lines 103, 300 and 301.
212		**Supportive Service Coordination:** Support County-wide effort to coordinate services.	In FY 2012, HCD will continue the ongoing effort to coordinate services for CSB and DSB clients living in FCRHA housing, with the primary role played by the HCD PROGRESS Center. See Line 214. Continuation of supportive shared housing with CSB.
213	HOMELESSNESS	**Ten-Year Plan to Prevent and End Homelessness:** Identify opportunities to provide specialized rental housing consistent with homelessness plan.	See Line 103.

STRATEGY:

Affordable Housing and Facilities for Seniors, Persons with Disabilities and Persons with Other Special Needs

(Continued) **ACTIONS** **OUTCOMES**

SP Line	BLUEPRINT GOALS	Description of Current Projects	Anticipated Outcomes in FY 2012
214		**HCD PROGRESS Center:** Continuation of new service model at HCD for applicants and participants in the FCRHA's programs. The PROGRESS Center will focus on intervention to address crises, collaboration with sister human service agencies to coordinate services and provide residents facing eviction with "second chance" opportunities to resolve their issues. The PROGRESS Center will also have a significant role in promoting economic growth and self-sufficiency among FCRHA program participants.	In FY 2012, the HCD PROGRESS Center will continue to address the needs of FCRHA program participants in crisis, and coordinate services with other county agencies such as the Department of Family Services/Adult Protective Services and the Community Services Board. In addition, the PROGRESS Center will assist persons with physical/sensory disabilities who face particular difficulties in finding or keeping affordable housing. The PROGRESS Center will provide periodic reports on its work to the FCRHA and the Board of Supervisors Housing Committee. See also Line 500.
215	SPECIAL NEEDS	**West Ox Road Group Homes:** Rehabilitate two county-owned group homes, formerly known as "Sunrise I and II", to provide affordable rental housing to large families. Rehabilitation to include Universal Design features and accessibility modifications to the extent feasible, as well as major mechanical system replacement and other improvements. (Sully District)	It is anticipated that the rehabilitation work will be completed and the units will be occupied in FY 2012.
216	HOMELESSNESS	**Family Unification Efforts:** Utilize special Family Utilization Program (FUP) vouchers for families that, due to inadequate housing, would either 1) have the family's children placed in out-of-home care; or 2) have the discharge of children from out-of-home care delayed.	In FY 2012, it is anticipated that an additional 5 families will be served with FUP vouchers through program turnover and attrition. In addition, per the FY 2012 Housing Blueprint, the FCRHA and HCD will explore opportunities to apply for additional FUP vouchers. See also Line 300.
217	SPECIAL NEEDS	**"Money Follows the Person" Vouchers:** Apply for vouchers for non-elderly disabled persons, including persons at-risk of institutionalization due to their housing situation or those in institutions wishing to live in their community. Partner with the Department of Family Services, CSB and the ENDependence Center of Northern Virginia for potential application.	In the event HUD conducts a new competition for this type of voucher in FY 2012, the FCRHA will plan to apply in partnership with DFS, CSB and the ENDependence Center of Northern Virginia. In FY 2012, 25 TBRA vouchers will be allocated for this purpose.
218		**Replacement Homeless Shelter:** Assist the Office to Prevent and End Homelessness in securing replacement units in south county area for Mondloch House shelter, which is being converted to Housing First residential studio units; see Line 210.	A total of 12 to 20 apartments will be identified for this purpose in FY 2012.

STRATEGY:

RHA Properties, Programs and Partnerships

GOAL:

To commit to a strong and cooperative relationship with other Fairfax County boards, commissions and authorities, businesses and the broader community. To provide high-quality, safe, decent housing for tenants of FCRHA properties.

County-wide Vision Elements that Apply

- Maintaining Healthy Economies
- Connecting People & Places
- Creating a Culture of Engagement
- Corporate Stewardship

TRENDS

- Of the 2,403 units preserved through June 2010, a total of 1,443 units, or 60 percent, were preserved by the private sector. A total of 83 percent of the 2,403 preserved units are affordable to low income households (60% AMI and below), including 28 percent which are affordable to very low income households (50% AMI and below). Of the 2,403 units preserved, 88 units are specifically for persons with disabilities and 12 units are for seniors. However, it should be noted that persons with disabilities and the elderly may live in any preserved unit for which they can meet the eligibility requirements. (HCD)
- The FCRHA owns and/or operates 2,995 units of multifamily housing and 852 units/beds of specialized housing, including active senior units, mobile home pads, residential studios, and assisted living, group home and homeless shelter beds.
- The average age of FCRHA-owned properties is approximately 30 years.
- 100 percent of wholly-owned FCRHA Fairfax County Rental Program apartment complex properties (50 units or more) have on-site management.
- In FY 2010, the average income of households served in the FCRHA's major multifamily affordable rental housing and tenant subsidy programs, namely, federal Public Housing, the federal Housing Choice Voucher (HCV) program, and the Fairfax County Rental Program (FCRP), was approximately $25,518, or 27 percent of AMI for a family of three (the average household size in these programs). This meets the U.S. Department of Housing and Urban Development's (HUD) definition of "extremely low income". A total of 16,670 individuals were housed in these programs in FY 2010.

STRATEGY: RHA Properties, Programs and Partnerships

Estimated FY 2012 Investment: $56,124,617 (Non-County funds: $56,041,129)

HCD Vision Statements that Apply

- Pursue public-private partnerships that result in affordable housing and bring an infusion of private capital and cost savings to the FCRHA.
- Play a facilitator role by assisting community organizations and non-profits to develop capacity, grow and achieve their affordable housing and community development mission.
- Establish and maintain solid relations with existing investors and cultivate relationships with new or potential investors.
- Provide affordable housing to very low-income households through the provision of rental vouchers and public housing.
- Have properties that are attractive and professionally maintained. Meet professional property management standards.
- Maintain an occupancy rate of 95% or higher.

ACTIONS / OUTCOMES

SP Line	BLUEPRINT GOALS	Description of Current Projects	Anticipated Outcomes in FY 2012
300	HOMELESSNESS WAITING LISTS	**Housing Choice Voucher Program:** Participants receive financial assistance to rent privately-owned housing units. HCD administers this federally-funded rental subsidy program for Fairfax County, and for the Cities of Falls Church and Fairfax, and the Towns of Herndon, Vienna and Clifton. Tenants pay 30% of their adjusted income, 10% of gross income, or $50.00 – whichever is higher. Federal funds pay the difference between the fair market rent and the amount the tenant can pay. A total of 3,204 vouchers are authorized by HUD. In addition, the FCRHA will continue to manage 80 preservation vouchers at Winter Hill in Falls Church City, and 100 FUP Vouchers. See also Lines 216, 302 and 316.	The following are the FY 2012 performance metrics for the Housing Choice Voucher program: • Voucher utilization rate: 98% • Average income served as percentage of AMI: 30% and below • HUD SEMAP Score: 90% or better
301	HOMELESSNESS WAITING LISTS	**Public Housing Program:** The FCRHA owns 1,065 federal Public Housing units, which are managed and maintained by HCD. The units were built or acquired using federal public housing funds, and are located throughout the county. FCRHA policy is to serve mainly households earning 30% AMI and below. Tenants pay 30% of their income for rent. HUD Capital Fund Program supports Public Housing modernization. See also Line 302.	The following are the FY 2011 performance metrics for the Public Housing program: • Occupancy rate: 95% • Average income served as percentage of AMI: 30% and below
302	HOMELESSNESS WAITING LISTS	**Bridge to Permanent Housing:** This new initiative establishes a priority for Bridging Affordability participants to access permanent, affordable housing in the FCRHA's federal Public Housing and Housing Choice Voucher programs. Giving these households access to the federal housing programs will create turnover in the Bridging Affordability program, giving it the capacity to serve more households in need.	In FY 2012, it is anticipated that a total of 102 Bridging Affordability participants (12 formerly homeless households and 90 waiting list households) will move into the federal Housing Choice Voucher and Public Housing programs. See also Lines 104, 300 and 301.

STRATEGY: RHA Properties, Programs and Partnerships

(Continued) ACTIONS OUTCOMES

SP Line	BLUEPRINT GOALS	Description of Current Projects	Anticipated Outcomes in FY 2012
303	WAITING LISTS	**Fairfax County Rental Program - Multifamily:** The FCRP includes rental property owned by the FCRHA and developed with funds other than Public Housing or Housing Choice Voucher funds. FCRP generally serves working households with incomes which are slightly higher than those households living in Public Housing and or participating in the Housing Choice Voucher program. Housing managed under the FCRP includes 1,935 units of multifamily housing, as well as 134 units of specialized housing and 504 units of senior independent housing. The FCRP serves a range of households with incomes from the low teens up to 80% of AMI, depending on the program component and the property.	The following are the FY 2012 performance metrics for the FCRP-Multifamily properties: • Occupancy rate: 95% • Average income served as percentage of AMI: 50% and below Per the FY 2012 Housing Blueprint, it is anticipated that approximately 200 households very low income households (earning 50% AMI and below) on the FCRHA's waiting lists will lease-up in FCRP multifamily properties.
304	WAITING LISTS	**Non-profit Acquisitions Using Federal Resources:** Purchase of properties by FCRHA non-profit partners, with emphasis on homelessness, extremely low-incomes households and persons with disabilities.	In FY 2012, it is anticipated that the FCRHA's non-profit partners will use federal funds, including funding available under the Consolidated Community Funding Pool (CCFP) and HOME Community Housing Development Organization (CHDO) set-asides to acquire approximately 26 units/beds to serve individuals and families on the county's affordable housing waiting lists. See also Lines 100 and 103.
305		**Appropriate Housing Initiative:** Pro-actively ensure that public housing residents are living in the most appropriate sized unit, with the goal of maximizing unit utilization and moving larger families off the waiting list. Consider acquisition of additional units varying in bedroom size, with possible emphasis on one-bedroom units, accessible units, and units in elevator buildings.	In FY 2012, staff will evaluate the appropriateness of units for existing residents on an ongoing basis and assist residents in moving to more appropriate sized units where possible. A special emphasis will be placed on residents with medical needs.
306		**Rehabilitation of FCRHA Properties.** Rehabilitate FCRHA FCRP residential properties and group homes to maintain their safety and quality.	Rehabilitation to be performed (on properties to be identified) to ensure the high quality of FCRHA-owned properties.

STRATEGY: RHA Properties, Programs and Partnerships

(Continued) ACTIONS OUTCOMES

SP Line	BLUEPRINT GOALS	Description of Current Projects	Anticipated Outcomes in FY 2012
307		**One University/Robinson Square:** Potential redevelopment of FCRHA-owned property to produce additional affordable rental units and office space.	In FY 2012, it is anticipated that staff will conduct an analysis of redevelopment opportunities.
308		**Capital Fund Program/Public Housing Rehabilitation and Modernization:** Rehab/modernize/maintain FCRHA public housing properties to maintain safety and quality of life and enhance asset sustainability and energy efficiency.	In FY 2012, the FCRHA will rehabilitate the following Public Housing properties using the federal Capital Fund Program grant: • *Ragan Oaks (51 units, Springfield District):* Replace kitchen cabinets, and appliances, replace HVAC system, repave parking lot. • *Reston Town Center (30 units, Hunter Mill District):* Repave parking lot, replace roofing. • *Greenwood (138 units, Mason District):* Replace windows, roofs and gutters; repair and repave parking lot.
309		**Public Housing and FCRP/On-site Management Facilities:** As a part of the ongoing implementation of HUD-mandated project-based budgeting, the FCRHA is implementing project-based management. This includes evolution to on-site management facilities at the FCRHA's Public Housing properties and the deployment of property managers. It is anticipated that this will be expanded to Fairfax County Rental Program (FCRP) properties in future years.	In FY 2012, it is anticipated that on-site management offices will be regularly staffed at the Ragan Oaks (Springfield District), West Glade (Hunter Mill District), Greenwood (Mason District), West Ford (Mount Vernon District), Old Mill (Mount Vernon District), and Audubon (Lee District) Public Housing properties.
310		**Tax Credit Properties:** Identify strategies to ensure long-term affordability of FCRHA tax credit partnership properties.	See Line 107.
311	WORKFORCE	**Rental Housing Compliance:** Monitoring of owner compliance with regulations governing rental units provided through the ADU program, as well as tax credits and other special affordable housing financing.	Ongoing. It is anticipated that approximately 79 ADUs (tenure type to be determined) will be delivered by developers in FY 2012.
312		**Grants Compliance:** Monitoring of activities and outcomes of FCRHA grantees, including funds granted via the Consolidated Community Funding Pool process.	Ongoing.

STRATEGY: RHA Properties, Programs and Partnerships

(Continued) ACTIONS OUTCOMES

SP Line	BLUEPRINT GOALS	Description of Current Projects	Anticipated Outcomes in FY 2012
313		**CDBG and HOME Strategies:** Continuing evaluation of use of federal CDBG and HOME funds to maximize effectiveness of investments in programs and activities.	Ongoing.
314	SPECIAL NEEDS	**Lincolnia Senior Facility**	See line 207.
315	HOMELESSNESS WAITING LISTS	**Consolidated Community Funding Pool:** Management of CCFP and staffing the Consolidated Community Funding Advisory Committee.	Ongoing.
316	SPECIAL NEEDS	**Veterans Affairs Supportive Housing (VASH) Program:** The FCRHA was awarded 35 VASH housing vouchers for homeless veterans by the U.S. Department of Veterans Affairs in FY 2010. The FCRHA will conduct income certifications; case management is provided by Veterans Affairs.	It is anticipated that all 35 vouchers will be fully leased in FY 2012. The FCRHA will also explore opportunities to apply for additional VASH vouchers in FY 2012.
317		**"Move to Work" Agency:** Pursue designation as a Move to Work agency. This designation will provide the FCRHA with more flexibility in the use of its funds to address the specific priorities of Fairfax County.	Monitor federal legislation for opportunities in FY 2012.

STRATEGY: RHA Properties, Programs and Partnerships

(Continued) **ACTIONS** **OUTCOMES**

SP Line	BLUEPRINT GOALS	Description of Current Projects	Anticipated Outcomes in FY 2012
318		**Asset Management Division:** Establish Asset Management Division. Utilize existing staff and consolidate resources. Focus on financial performance, overall condition, capital improvements and accountability, using a private-sector model.	The Asset Management Division will be established and staffed in FY 2012.
319		**Home Improvement Loan Program (HILP):** Refocus HILP resources to address emergency needs.	Pending Board approval, downsize the scope of the HILP program to limited emergency situations in FY 2012.
320		**Reorganize Housing Application Center and Process:** HCD will revamp the application service model for FCRHA housing programs.	In FY 2012, the reorganized Housing Application Center will re-energize the existing service model at HCD, and will be characterized by a consistently friendly, helpful and sensitive approach to customer service that is connected to the county's human services system.
321	WAITING LISTS	**Collaborative Referral Process:** Develop process to refer households on the FCRHA waiting list to non-profit affordable housing providers.	Referral process in place and 50 households to be served in FY 2012.
322		**Fair Housing:** Use existing staff to provide a proactive approach to and greater focus on fair housing activities. Provide staff training on fair housing. Coordination with Tenant-Landlord Commission, Office of Human Rights and Consumer Affairs Office.	Ongoing.

STRATEGY:

Homeownership

GOAL:

To generate and increase opportunities for homeownership as a means to self-sufficiency, asset growth, neighborhood stability and allow those who work in Fairfax County to live in Fairfax County.

County-wide Vision Elements that Apply

- Maintaining Safe and Caring Communities
- Building Livable Spaces
- Maintaining Healthy Economies
- Creating a Culture of Engagement

TRENDS

- "Real Estate Business Intelligence (RBI), an MRIS, Inc. company, today released its September 2010 housing market statistics, which show continued recovery when comparing home sales against this time last year, especially in large population centers such as Washington, D.C., Montgomery County, MD and Fairfax County, VA. Data from the report also suggests that the average sold price of a home, throughout the entire MRIS region has improved by nearly 3 percent, and days on the market has decreased. Homes spent an average of 8 fewer days on the market compared to September 2009, dropping 8% from 96 days to 88 days. Nearly 40 percent of homes sold in less than 30 days in September 2010. The average sold price jumped to $326,079 in September 2010 from $317,192 in September 2009." (Metropolitan Regional Information Systems, October 8, 2010)
- "The Washington metropolitan region's housing market continues to show signs of recovery, especially in the District and adjacent counties," said Jonathan Hill, President of RBI. "The encouraging news is while some counties have a decrease in the number of homes sold year to date, on average, the sales price of homes has increased." (Metropolitan Regional Information Systems, October 8, 2010)
- Approximately 276 low and moderate-income families have gone through the Fairfax County First-Time Homebuyers orientation program and are ready to buy homes – but are waiting for affordable homes to become available. (HCD)
- The average number of net remaining residential properties in foreclosure in FY 2010 was 820. (Department of Tax Administration)
- A total of 63 households purchased their first homes through the Fairfax County First-Time Homebuyers Program in FY 2010. (HCD)
- A total investment of $7,288,968 in non-county funds was leveraged by the Fairfax County First-Time Homebuyers Program in FY 2010, in the form of federal HOME and NSP resources, and VHDA first-trust financing. (HCD)
- The homeownership rate in Fairfax County is 74%. (US Census Bureau; 2006 through 2008 American Community Survey).

STRATEGY: **Homeownership:** *Provide services and financing to Fairfax County residents seeking homeownership. Provide technical assistance to developers and tenants to mitigate the effects of displacement. Specific programs and their funding appear below.*

Estimated FY 2012 Investment: $1,655,232 (Non-County funds: $1,655,232)

HCD Vision Statements that Apply

- Pursue focused efforts to expand and preserve homeownership through increased affordable stock, creative financing techniques and home improvement assistance.

ACTIONS / OUTCOMES

SP Line	BLUEPRINT GOALS	Description of Current Projects	Anticipated Outcomes in FY 2012
400	WORKFORCE	**First-Time Homebuyers Program:** Provides access to financing and homeownership training for Fairfax County first-time homebuyers. Administers for-sale ADUs. The FCRHA partners with the Virginia Housing Development Authority to provide low interest first-trust mortgages to qualifying low and moderate income homebuyers.	In FY 2012 it is anticipated that the Fairfax County First-Time Homebuyers Program will facilitate home purchases by 50 first-time homebuyers. Marketing and sales functions to be outsourced; see Line 401.
401		**Homeownership Division: *A New Focus*:** Outsource labor-intensive functions of the division, such as buying, selling/re-selling, showing and marketing, to a non-profit organization and refocus division staff on ADU Program compliance.	Pending Board approval, it is anticipated that the selling/marketing functions of the ADU program will be outsourced and staff will be fully re-focused on ADU program compliance.
402		**Foreclosures/Silver Lining Initiative:** Using federal funds, the FCRHA may continue to provide gap financing, in the form of equity-shared second trust loans, for first-time homebuyers purchasing foreclosed properties.	In FY 2012, the program will be evaluated and changes may be made regarding loan amounts and eligible property types and client incomes.
403		**Housing Choice Voucher Homeownership Program:** Five-year pilot program which used 25 Housing Choice Vouchers (HCV) to move HCV participants to homeownership.	Based on review and evaluation of the current program to be conducted in FY 2011, consideration may be given to expansion of the program in FY 2012 to serve participants in the Partnership for Permanent Housing Program.
404	WORKFORCE	**Workforce Housing:** Implementation of the County's workforce housing policy in coordination with the Department of Planning and Zoning.	See Line 102.
405		**Moderate Income Direct Sales (MIDS) Program:** Administration of purchases and resales of MIDS units to first-time homebuyers and qualified non-profits. Ongoing program compliance.	Ongoing. Certain MIDS units may be made available for sale to qualified non-profit organizations.
406		**Language access for homeownership clients**	In FY 2012, program brochures will continue to be provided to homeownership clients in a variety of languages and certain classes will be conducted with interpreters.

STRATEGY: Homeownership

(Continued) ACTIONS OUTCOMES

SP Line	BLUEPRINT GOALS	Description of Current Projects	Anticipated Outcomes in FY 2012
407		**Relocation Program:** Technical assistance for the development community and citizens on tenant relocation issues.	In FY 2012, staff will continue to provide technical assistance for programs using federal funds under the requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 as amended (URA) and Section 104(d) of the Housing and Community Development Act of 1974; Fairfax County Voluntary Relocation Guidelines; and the Code of Fairfax County and the Code of Virginia as they pertain to Condominium conversion projects.
408		**Foreclosures: Assistance to Homeowners in Distress:** As a part of Fairfax County's response to the foreclosure crisis, HCD and other county agencies and nonprofits will coordinate counseling efforts with VHDA.	Continued coordination of referrals of at-risk homeowners to HUD-approved housing counseling agencies.
409		**Compliance Monitoring and Counseling:** Aggressive monitoring of ADU purchasers to ensure continued compliance with covenants, particularly with respect to refinancing.	See Line 401.
411		**Partnership for Permanent Housing:** Assist up to 25 homeless families currently living in Fairfax County homeless shelters and transitional housing units who, with assistance, guidance and supportive services, have the potential to become homeowners. Critical link to 10-year homelessness plan.	In FY 2012, the Homeownership Division will continue to support the Partnership for Permanent Housing program via the First-Time Homebuyers Program and homebuyer clubs. Anticipate counseling households toward homeownership, including participants in the Housing Choice Voucher homeownership program. See also Lines 209 and 403.
412	WORKFORCE	**Linked Deposits:** Work with the Department of Finance to establish a “linked deposits” mortgage program for county employees, to be sponsored by financial institutions receiving county deposits. In concept, certain financial institutions receiving county deposits will make below-market mortgages available to county employees.	In FY 2012, it is anticipated that a new mortgage program will be established and as many as 50 homebuyers will be served.

STRATEGY:

Family Self-Sufficiency

GOAL:

To facilitate the self-sufficiency of FCRHA residents as they move toward financial independence, while recognizing the needs of special populations.

County-wide Vision Elements that Apply

- Maintaining Safe and Caring Communities
- Building Livable Spaces
- Maintaining Healthy Economies
- Connecting People & Places

TRENDS

- The 2010 "fair market rent" established by HUD for a two-bedroom apartment in Fairfax County is $1,494, which is affordable to a household earning 58 percent of the area median income. In order to afford a two-bedroom apartment at fair market rent, a minimum-wage earner would need to work 159 hours per week. The average rent for a two-bedroom apartment Fairfax County in 2007 was $1,434. (National Low-Income Housing Coalition, "Out of Reach 2010"; Fairfax County Department of Systems Management for Human Services, "2009 Rental Complex Analysis")
- Overall, there were 1,544 homeless people counted in the community in January 2010. (Fairfax County)
- According to the 2009 US Census Bureau American Community Survey, there were an estimated 71,168 households in Fairfax County earning less than $50,000 per year, or about 48 percent of the area median income for a family of four of $103,500. More than one-third (28,155) of these households were earning less than $25,000 per year. There were an estimated 58,106 persons living below the poverty level in 2009 – an increase of nearly 10,000 over 2008 and larger than the entire population of Charlottesville, Virginia. (HCD; Census Bureau data)

STRATEGY: **Family Self-Sufficiency:** *Foster an environment that encourages residents of FCRHA properties to move toward self-sufficiency.*

HCD Vision Statements that Apply

- Ensure that FCRHA residents have the skills and resources to move beyond assisted housing.

ACTIONS / OUTCOMES

SP Line	BLUEPRINT GOALS	Description of Current Projects	Anticipated Outcomes in FY 2012
500		**HCD PROGRESS Center:** The PROGRESS Center will have a significant role in promoting economic growth and self-sufficiency among FCRHA program participants. The PROGRESS Center will facilitate self-sufficiency partnerships with a variety of organizations such as SkillSource and YouthBuild. Particular emphasis on facilitating employment and training opportunities to FCRHA residents under Section 3 requirements.	The PROGRESS Center will assist FCRHA contractors in meeting their obligations under Section 3 to provide employment opportunities to FCRHA residents, and will administer all required reporting to HUD. See also Lines 218 and 501.
501		**Family Self-Sufficiency Program:** Incorporate as part of PROGRESS Center.	Ongoing in FY 2012 under the management of the PROGRESS Center. Capacity to serve 50 participants each from Public Housing and Housing Choice Voucher programs. Will promote linkage to homeownership. See also Lines 218 and 500.
502		**Enhance use of on-line applications for housing assistance.**	Completed.
503		**Partnership for Permanent Housing:** Assist up to 25 homeless families currently living in Fairfax County homeless shelters and transitional housing units who, with assistance, guidance and supportive services, have the potential to become homeowners. Through this program, selected families will be moved into stabilized rental housing. Through the provision of rental assistance and family self-sufficiency plan achieved through a regimen of supportive services, the expectation is to assist these families in owning their own home. This program is an important link to the countywide effort to end homelessness in 10 years.	Ongoing. See also Lines 209, 403 and 411.

STRATEGY:

Meeting Future Affordable Housing Needs Through New Production

GOAL:

To commit to strategic and innovative solutions for meeting changing community needs by providing new affordable housing.

County-wide Vision Elements that Apply

- Maintaining Safe and Caring Communities
- Building Livable Spaces
- Connecting People & Places

TRENDS

- Fairfax County will need 63,660 net new housing units affordable to households earning up to 120 percent of the Area Median Income (AMI), based on projected job growth through 2025. (George Mason University, Center for Regional Analysis, Linking Job Growth to Housing: Forecasts of the Demand for Workforce Housing in Fairfax County, June 2008)
- Fairfax County's economic vitality is inextricably tied to its ability to address the issue of the demand for affordable housing. The continued growth and diversity of Fairfax County's economy is highly dependent on the availability of housing that is affordable to workers from the full spectrum of the economy. Failing to plan for a balanced supply of housing in the future will reduce the County's opportunities for economic growth. (George Mason University, Center for Regional Analysis, *Linking Job Growth to Housing: Forecasts of the Demand for Workforce Housing in Fairfax County,* June 2008)
- "In high-cost markets [like the Washington, DC region], workers are being pushed far away from employment centers in search of housing they can afford, and which adequately meets the needs of their families. This is adding to traffic congestion and sprawl, cutting into family time, and straining the economic and environmental well-being of our urban areas," says J. Ronald Terwillliger, chairman of the Urban Land Institute's Terwilliger Center for Workforce Housing, and chairman and chief executive officer of Trammell Crow Residential. (wtopnews.com; November 9, 2009)
- As of the end of FY 2010, a total of 1,212 Workforce Dwelling Units (WDUs) had been committed by developers via approved rezoning actions. It is anticipated that the first of these units could be delivered during FY 2011, depending on market conditions. (HCD)

STRATEGY: Meeting Future Affordable Housing Needs Through New Production

Estimated FY 2012 Investment: $1,673,137 (Non-County funds: $1,416,257)

HCD Vision Statements that Apply

- Maintain awareness of community needs and practices used nationally and internationally to meet similar needs.

ACTIONS / OUTCOMES

SP Line	BLUEPRINT GOALS	Description of Current Projects	Anticipated Outcomes in FY 2012
600	WORKFORCE	**Workforce Housing:** Facilitate the development and preservation of workforce housing that is affordable to families with a range of low and moderate incomes. The FCRHA will take an active advocacy and educational role in promoting workforce housing and will work jointly with the Planning Commission.	In FY 2012, the FCRHA will focus on supporting private-sector production of new housing to meet the needs of Fairfax County's growing workforce, in conjunction with the implementation of the Board's Workforce Housing policy. It is anticipated that as many as approximately 76 units of Workforce Housing will be delivered by developers in FY 2012. See Lines 100, 101 and 102.
601	WAITING LISTS WORKFORCE	**The Residences at North Hill Park:** Development of 33 FCRHA-owned acres known as "North Hill". Eleven acres will accommodate approximately 67 units of manufactured housing; work with the Fairfax County Park Authority to create a passive community park on portions of the remaining land directly north of the new community. A total of 30 percent of the units will be rentals for those with incomes at or below 30 percent of AMI. (Mount Vernon District)	It is anticipated that this project will be under construction in FY 2012, pending funding availability.
602	WORKFORCE	**The Residences at Government Center:** Development of 270 units of affordable/workforce housing on the campus of the Fairfax County Government Center. "The Residences at the Government Center" will be 100 percent affordable/workforce housing aimed at incomes ranging from 50 percent to 100 percent of AMI. (Springfield District)	The project developer, Jefferson Apartment Group, submitted their rezoning application to the County in June 2010; County approvals anticipated in FY 2012. Delivery of The Residences at Government Center is expected in FY 2013.
603		**Affordable Housing Partnership Program:** See line 101.	See line 101.
604	HOMELESSNESS WAITING LISTS	**Community Housing Development Organization (CHDO) Set-Aside:** A portion of Fairfax County's HOME funds are set aside to assist CHDOs in developing/acquiring/preserving affordable housing.	In FY 2012, the FCRHA will continue to support the CHDOs via this set-aside program; focus on homeless persons, extremely low-income households, persons with disabilities. See also Line 219.
605	WORKFORCE	**Magnet Housing: West Ox Road:** Development of 30 units of Magnet Housing on County-owned land. Includes 2400 square foot training center. (Sully District)	Project on hold pending funding availability.

STRATEGY: Meeting Future Affordable Housing Needs Through New Production

ACTIONS OUTCOMES

SP Line	BLUEPRINT GOALS	Description of Current Projects	Anticipated Outcomes in FY 2012
606	SPECIAL NEEDS	**County-owned Land and Facilities for Affordable Housing:** Encourage public/private partnerships to develop workforce/affordable housing on surplus or underutilized County-owned land and facilities, particularly for special needs populations.	Ongoing.
607	HOMELESSNESS WAITING LISTS	**Proffers from Private Developers:** HCD will assist the Department of Planning and Zoning in facilitating affordable/workforce housing-related contributions from private developers via the rezoning process.	Ongoing.
608	HOMELESSNESS WORKFORCE	**Residential Studio Units/Affordable Efficiencies:** Identify opportunities to encourage increased development of affordable efficiency apartments, particularly as part of revitalization efforts. Continue to support the development of Zoning Ordinance amendment aimed at facilitating increased development of this unit type.	Ongoing.
609	SPECIAL NEEDS	**Partnerships with Private Developers:** Seek private sector partnerships with organizations such as HomeAid to achieve cost savings in projects serving homeless populations. Identify opportunities for housing development by the faith community.	Ongoing.
610		**Construction Management:** Continue utilization of the Department of Public Works and Environmental Services (DPWES) construction management resources, particularly for county-funded projects.	It is anticipated that HCD will continue and expand its use of DPWES construction services in FY 2012 and beyond for county-funded projects. The FCRHA has the option to use DPWES for its capital construction project.

STRATEGY: Meeting Future Affordable Housing Needs Through New Production

ACTIONS OUTCOMES

SP Line	BLUEPRINT GOALS	Description of Current Projects	Anticipated Outcomes in FY 2012
611	WORKFORCE	**Workforce Housing: Tysons Corner and Wiehle Avenue:** Work with Department of Planning and Zoning to facilitate delivery of affordable and workforce housing units in these areas, per Comprehensive Plan and negotiated proffers.	Ongoing.
612	WORKFORCE	**Contributions by Non-Residential Developers:** Assist the Department of Planning and Zoning in developing a countywide policy concerning monetary contributions for affordable/workforce housing by developers of non-residential projects.	Policy adoption by the Board of Supervisors expected in FY 2012.
613	WAITING LISTS	**Tax Exemption/Housing for Extremely Low-Income Housing:** Explore options for providing tax exemption for non-profit developers providing affordable housing to households earning extremely low incomes (30 percent of AMI and below).	In FY 2012, HCD will work with the Office of the County Attorney to explore tax exemption options within existing legislative authority.

STRATEGY:

Community Engagement

GOAL:

To give citizens a sense of ownership in policies and programs through open and two-way communication of ideas and information about housing and revitalization challenges and opportunities.

County-wide Vision Elements that Apply

- Maintaining Safe and Caring Communities
- Building Livable Spaces
- Maintaining Healthy Economies
- Creating a Culture of Engagement

HCD Vision Statements that Apply

- Become relevant to a wider segment of County residents. Develop opportunities for community support and involvement.
- Maintain open communications with the public, community groups, governing officials, and residents.

ACTIONS OUTCOMES

SP Line	BLUEPRINT GOALS	Description of Current Projects	Anticipated Outcomes in FY 2012
701		**Multi-lingual access:** Improve language access across agency programs via phone, internet and kiosk.	
702		**Public Participation:** FCRHA will ensure a coherent public participation process that promotes public ownership of its policies and practices.	
703		**Supervisor Town Meetings:** FCRHA Commissioner attendance at Supervisor Town Meetings. HCD attendance upon request.	
704		**Newsletters:** Continue to produce and distribute informational newsletters.	
705		**Communicating Successes:** Use a variety of creative techniques to market, promote, announce and celebrate FCRHA projects and programs. Use of e-ffordable.org to inform the public about affordable housing issues and initiatives in Fairfax County.	
706		**Reporting on use of County funds:** HCD will continue to account for and provide information about the status county investments in affordable housing, including those identified in the FY 2012 Housing Blueprint.	
707		**Non-profit Dialogues and partnerships:** HCD will continue to hold quarterly meetings with its non-profit partners. Continue to promote partnerships with non-profit and community-based organizations; provide education/outreach on the work of the FCRHA and affordable housing in general.	

STRATEGY:

Administration and Management

GOAL 1 (of 3):

To assure the continued excellent reputation of the FCRHA through fiscally responsible policies, sound business practices, and well-maintained properties that meet the high community standards of Fairfax County.

County-wide Vision Elements that Apply

- Maintaining Safe & Caring Communities
- Building Livable Spaces
- Maintaining Healthy Economies
- Connecting People & Places
- Creating a Culture of Engagement
- Corporate Stewardship

HCD Vision Statements that Apply

- Have properties that are attractive & professionally maintained. Meet professional property management standards.
- Have a financial division that works as a strong team, is responsive, efficient and integrally involved with the department.
- Understand the depth and availability of existing FCRHA resources through analysis and regular reporting.
- Maintain HCD's outstanding reputation in developing & financing affordable housing.

ACTIONS

OUTCOMES

SP Line	BLUEPRINT GOALS	Description of Current Projects	Anticipated Outcomes in FY 2012
800		**HCD Transformative Efforts:** Change management for implementation of multiple new initiatives and reorganization simultaneous with anticipated retirements at key positions.	
801		**Set aside for housing emergencies and opportunities:** Such as sewer and major system failures on FCRHA properties. This set-aside for emergencies will continue to be funded in FY 2012; staff will work to identify opportunities to increase this pool.	
802		**Project Based Management:** Full implementation of Project-based accounting system that meets new HUD requirements yet interfaces with county financial system.	
803		**Project Selection and Leveraging:** Undertake projects that have been thoroughly analyzed, display a well-defined need and demonstrate reasonable risk. Undertake projects that will maximize leverage and encourage public-private partnerships.	
804		**Maximizing Organizational Effectiveness:** HCD will continue assessing the existing organizational structure to determine ways to maximize efficiency, cluster talents and expertise, and reflect the FCRHA strategic plan, HCD vision, and the Housing Blueprint.	
805		**Management and Maintenance of FCRHA-owned Housing:** Continue high standards for management and maintenance of FCRHA housing. HCD/FCRHA will continue to strive for the highest ratings from HUD and others.	
806		**Human Capital Development:** HCD strives to further career development and professionalism among its employees and will continue to promote semi-annual professional development days, recognition, mentoring and policies related to promotional opportunities.	
807		**Administrative Systems and GIS:** Explore adding new systems, upgrades or replacement of obsolete systems to increase administrative efficiency. Utilize GIS in programs and data analysis.	
808		**Internal Process Reviews:** HCD/FCRHA will assess procedures to ensure a series of decision points before major projects are undertaken.	

STRATEGY:

Administration and Management

GOAL 2 (of 3): To support the quality work and professionalism of the HCD staff to assure highly effective programs.

GOAL 3 (of 3): To incorporate and maintain up-to-date Information Technology solutions in FCRHA/HCD business and communication functions.

County-wide Vision Elements that Apply

- Maintaining Safe and Caring Communities
- Building Livable Spaces
- Maintaining Healthy Economies
- Connecting People & Places
- Creating a Culture of Engagement
- Corporate Stewardship

HCD Vision Statements that Apply

- Be an agency that has camaraderie, works as a team, and has excellent internal communication.
- Equip staff with state-of-the-art technology tools needed to do the job and have a staff that is technology savvy.

ACTIONS / OUTCOMES

SP Line	BLUEPRINT GOALS	Description of Current Projects	Anticipated Outcomes in FY 2012
809		**Fairfax County Unified System (FOCUS):** Coordinate with multiagency team to implement modernization of enterprise systems supporting finance, human resources, budget, procurement, and related administrative functions.	
810		**Staff Communication:** Seek ways to use technology to further improve staff communication.	
811		**Yardi System:** Ongoing enhancements to the Yardi software system, a housing management information system which integrates financial data, tenant data and property management data into a single system.	
812		**Media Relations:** Continue coordination with the media. Continue same-day response to all media calls, with an attempt to respond to most calls within one hour of receipt of message.	
813		**FCRHA Information Items:** Continue to provide information items on FCRHA agendas on a regular basis to inform FCRHA members of staff activities and transactions.	
814		**Messages from the Director:** Send out "Messages from the Director" via e-mail to keep commissioners informed between meetings.	
815		**FCRHA Meetings with other Boards, Authorities, and Commissions:** Joint meetings between the FCRHA and Planning Commission, Human Services Council, CCFAC, Resident Advisory Council, CSB, DSB, and the Long-Term Care Coordinating Council as needed.	
816		**Board of Supervisors:** Briefing to Board of Supervisors at Board Housing Committee Meetings as needed.	